

by appraisal, reward, and punishment processes, they will most likely adapt to it on the principal that it's easier and in their best interests to go along. Individuals will help to obtain the new vision by bringing those processes or issues that are in conflict with the team's efforts to the manager's attention and seeking resolution in order to make their jobs easier. This is important because our organizations are growing, changing creatures, so there is always a need for our policies and processes to be better aligned with our goals.

### Point Seven: Use the Right Tools

There are so many other things that, by extension, affect our feelings of empowerment and success—motivational factors (does the remote location feel a need to get on board right now), conflict management, accountability, and coaching to name a few. Rick may already have thought about all these ideas and successfully accomplished them and instead is stymied by something so simple that he overlooked it. Is he using the right tools to get their input? It could be that the team Rick is so concerned about is made up of very strongly introverted personality types, and he just needs the right vehicle to get them actively involved. Rick may need to provide an agenda ahead of meetings so that attendees can be better prepared to comment. Maybe he shouldn't expect an immediate reaction to new issues but allow time for reflection so that his people can formulate their thoughts ahead of time for the next meeting. He might even try one of the management tools for problem solving, like silent brainstorming, radar charting, affinity diagrams, or using a prioritization matrix to get their input.

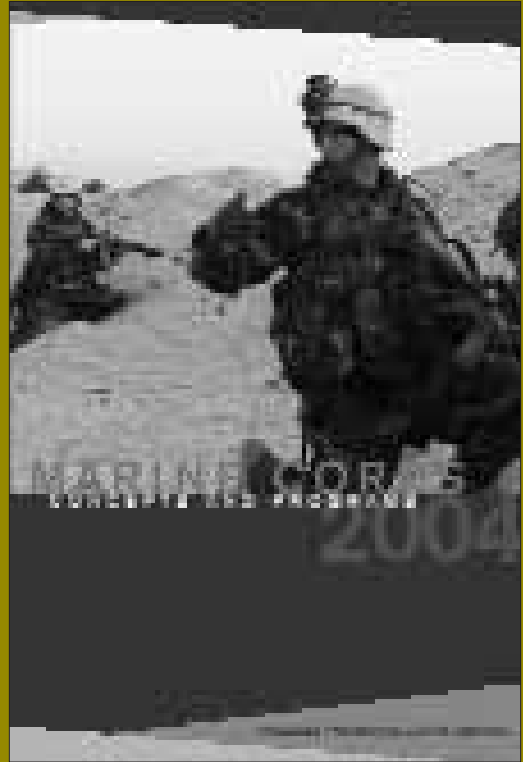
### What's in it for You?

Maybe you've been experiencing a similar situation to Rick's in your work environment—either as a manager, feeling that your subordinates are not willing to accept empowerment, or as a subordinate, not feeling empowered. This article is written as a reminder of some pretty basic concepts regarding empowerment. I find that in my life it's often not the complex, hard-to-fix issues that get overlooked so much as the commonsense, fundamental stuff that everyone knows. Now may be as good a time as any to consider whether you are appropriately empowered in your current job. The organizational benefits of empowerment are well known and documented. Does your boss feel the same way you do about your degree of empowerment? If not, is it one of the basics mentioned above standing in the way of success, and if it is, what can you do to kick-start the solution?

Having thought about Rick and his situation, I think I'll give him a call and see what he came up with for a solution. I'll let you know in a later article.

**Editor's note:** The author welcomes comments and questions. He can be reached at [martin.tillman@dau.mil](mailto:martin.tillman@dau.mil).

## Marine Corps Commandant Releases 2004 Version of Concepts & Programs



**M**arine Corps Commandant, General Michael W. Hagee has released the 2004 version of Concepts & Programs, which describes major programs of the U.S. Marine Corps and how they support the ideas and concepts that are significantly enhancing the ability of the nation's naval expeditionary forces to project sustainable combat power in the 21st century. Concepts & Programs, available for downloading at <<http://hqinet001.hqmc.usmc.mil/p&r/concepts/2004/TOC1.HTM>> also contains data that provide a snapshot of the Marine Corps organization, personnel, and resources. This information, Hagee said in a message published in the frontispiece of Concepts & Programs, "provides an important reminder of what it takes—along with an unwavering warrior ethos and devotion to duty—to create and maintain a successful fighting force."